

Risk Assessment: Finance Review 2020											
RISK REF	RISK	IMPACT	ASSIGNED TO	EXISTING CONTROLS	CURRENT IMPACT (1-5)	CURRENT LIKELIHOOD (1-5)	TOTAL	FUTURE CONTROL	FUTURE IMPACT (1-5)	FUTURE LIKELIHOOD (1-5)	TOTAL
FR00001	Inadequate compliance controls applied.	<ul style="list-style-type: none"> No formal governance structure. Financial loss. Reputational damage. Legislative challenge. 		<ul style="list-style-type: none"> Risk & Project management Framework in place. SRO assigned accountability. Corporate oversight in place through regular (stage) reporting and review. 	5	4	20	<ul style="list-style-type: none"> Continuous review of the Governance Framework as it is applied the the PM Framework and project delivery. ELT review to be set at each project stage boundary Proposal to consolidate programme under development following completion of first stage 	5	2	10
FR00002	Front line services are significantly affected unintentionally due to the savings strategies implemented corporately.	<ul style="list-style-type: none"> Injury or death of client / staff. Media and political scrutiny and interest. Chief Officers resign or face court proceedings. Legal action. Financial loss. 		<ul style="list-style-type: none"> Programme Board in place to oversee application of strategies across organisation. Senior leadership control for authorisation of strategy implementation. Programme and project teams in place to ensure achievement of objectives. Stakeholder engagement and consultation. 	5	3	15	<ul style="list-style-type: none"> Continuous review by Programme Board and ELT to ensure that the application of strategies applied do not adversely affect front line services. Stakeholder engagement sessions conducted at key stage review points. 	5	2	10
FR00011	Organisational capacity is insufficient. (Linked to but separate from FR00020).	<ul style="list-style-type: none"> Unable to achieve outcomes of implemented strategies. Ineffective service delivery. Lack of organisational experience and expertise leading to mistakes. Financial loss increasing corporate financial pressure. Senior officer resignations. Political and media interest and scrutiny. 		<ul style="list-style-type: none"> Identification of key resource requirements has been conducted to ensure resilience and ability to deliver services. Structured approach to hierarchical reorganisations to ensure required skillset / resource needs to deliver services is not lost. 	5	3	15	<ul style="list-style-type: none"> Continual collaboration with HR to ensure appropriate strategies implemented. Ability to mobilise through agency contract to be reviewed 	5	2	10
FR00016	Poor financial control applied to programme leading to overspend.	<ul style="list-style-type: none"> Financial loss. Reputational damage. Political scrutiny. Senior Officer accountability scrutinised. 		<ul style="list-style-type: none"> S151 Officer oversight in place to ensure financial control implemented. Effective Governance Structure applied to ensure compliance with all relevant policies and procedures. 	5	3	15	<ul style="list-style-type: none"> Review of financial commitment at each key stage review ongoing 	5	2	10

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FR00025	Corporate financial savings objective is not achieved due to poor programme and project management and delivery.	<ul style="list-style-type: none"> • Non delivery of savings plan. • Council budget deficit remains / s.114 • Political scrutiny as to why project failed. • Senior officer resignations. • Loss of staff through inability to maintain payroll commitments, low morale, poor service delivery. • Injury to staff and clients through lack of financial support. • Non-achievement of statutory requirements / duties. <p>Media interest.</p>		<ul style="list-style-type: none"> • Programme initiated to coordinate and deliver related project streams to ensure effective budget savings identified and strategies implemented to deliver. • Effective Governance Framework implemented to ensure compliance with PM Framework and all related corporate policies and procedures. • Programme Plan in place to ensure achievement of identified objectives. 	5	3	15	<ul style="list-style-type: none"> • Review of programme outcomes conducted at each stage boundary to ensure compliance with required objectives. • Continuous oversight through Programme Board, Executive Leadership and Cabinet. 	5	2	10
FR00009	Under performance of capital receipts.	<ul style="list-style-type: none"> • Insufficient funding for planned capitalisation of transformation activity. • Political scrutiny applied. • Media interest in inadequate performance results. • Identified savings targets insufficient to achieve objective. • Continuous decline in Council's ability to deliver any services. • Demotivated workforce leading to decreased levels of staff engagement and commitment. 		<ul style="list-style-type: none"> • Effective Governance Framework in place to ensure compliance with all necessary policies and procedures and all relevant framework reporting activities undertaken. • Strategic monitoring and control of capital investment programmes to ensure delivery of expected results. This includes independent review. • Cross service working groups initiated to ensure appropriate levels of skills and expertise engaged. 	5	3	15	<ul style="list-style-type: none"> • Extensive 'horizon scan' activities ongoing to ensure mitigations can be taken where possible. • ELT oversight to ensure appropriate monitoring and control functions in place • Fundamental review of strategy being undertaken 	5	2	10
FR00020	Appropriate levels of skilled staff with relevant knowledge and experience are not available.	<ul style="list-style-type: none"> • Unable to deliver identified strategies to achieve programme objectives. • Demotivated and demoralised workforce. • Reputational damage. • Significant financial loss. • Senior officer resignations. • Political scrutiny. • Media interest. 		<ul style="list-style-type: none"> • Cross departmental analysis of identified SME's to ensure ability to deliver objectives. • Effective recruitment and retention initiatives implemented in tandem with 15% target of staff reduction to ensure any loss of skills is acceptable and replaced. • Effective analysis delivered on all identified resource savings. HoS engaged to ensure service stability maintained. 	5	3	15	<ul style="list-style-type: none"> • Effective recruitment & retention strategy to be implemented to ensure appropriate levels and skills retained within the organisation. • Horizon scan to identify risks to service delivery provision and identification of key skills required to ensure continuity of service delivery. 	5	2	10

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FR00023	Unrealistic expectations of stakeholders leading to dissatisfaction with programme delivery and outcome.	<ul style="list-style-type: none"> Political scrutiny. Demoralised and dissatisfied workforce. Media interest and comment. Financial commitment increases. Council required to initiate further programmes to achieve perceived objectives (Programme becomes unmanageable). 		<ul style="list-style-type: none"> Programme & Project Management Framework utilised to ensure clarity. Effective Communications Strategy implemented to ensure all stakeholders aware of identified objectives. Senior leadership initiating updates with political representatives to ensure clarity. Continuous review of identified objectives to ensure appropriate. 	5	3	15	<ul style="list-style-type: none"> Ongoing stakeholder engagement through effective Communications Strategy and plan. Focus Review Panels planned and incorporated into Programme Framework to facilitate stakeholder feedback. 	5	2	10
FR00003	Inaccurate independent data provided to support the Programme.	<ul style="list-style-type: none"> Compromised research / empirical evidence leading to error in decision process. Services compromised leading to non-delivery of statutory duties. Clients / staff in danger, serious injury. Leadership decisions ineffective. Political interest and media scrutiny. Financial loss. 		<ul style="list-style-type: none"> Validation process in place to ensure data source is sufficient and appropriate. Project Team incorporated as key objective. Regular review process in place to ensure continuity of supply. 	4	3	12	<ul style="list-style-type: none"> Ongoing liaison with relevant services / officers to ensure data requirements will be achieved. Ongoing review of data provided to ensure quality and relevance. 	4	2	8
FR00017	Delays in mobilisation	<ul style="list-style-type: none"> Implementation timeline extended leading to additional expenditure. Key dates / targets missed leading to ineffective service delivery. Stakeholder dissatisfaction. Staff and client confusion. Comm's strategy compromised. 		<ul style="list-style-type: none"> Effective project governance applied to ensure compliance with identified timeline. Programme Board in place with appropriate accountability route initiated. Application of mitigating strategies to ensure timeline maintained. 	4	3	12	<ul style="list-style-type: none"> Regular reporting to ELT and Cabinet. Regular review through project team roles. 	4	2	8
FR00024	Cross organisational collaboration does not happen or is ineffective.	<ul style="list-style-type: none"> Project objectives not achieved. Inaccurate data provision due to non-cooperation of services. Application of initiatives ineffective due to non-cooperative workforce. Decreasing levels of staff moral and motivation. 		<ul style="list-style-type: none"> Effective and efficient Communication Plan initiated across organisation. Effective leadership guidance in place to ensure compliance and collaboration. Regular feedback sessions organised to ensure staff 'buy-in'. Application of appropriate disciplinary procedures where collaboration is negated / not implemented. 	4	3	12	<ul style="list-style-type: none"> Ongoing review sessions to ensure collaboration is happening. Key stage reviews scheduled to identify areas of concern. 	4	2	8

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FR00007	Additional savings initiatives are not identified and implemented.	<ul style="list-style-type: none"> Existing initiatives do not achieve savings target. Council is unable to deliver all statutory services. s.114 notice Political scrutiny and media interest. Senior officers resignation. Continuous decrease in staff motivation and morale. Financial loss continues and unable to stabilise current situation. 		<ul style="list-style-type: none"> Programme Board review points scheduled for regular oversight and challenge. Entire CLT mobilisation programme initiated to ensure complete organisational awareness and oversight. Communications Strategy formulated and deploys to ensure all stakeholders aware of programme. Workforce encouraged to submit additional savings strategy ideas for consideration. 	4	3	12	<ul style="list-style-type: none"> Ongoing review of Programme Product Delivery strategy to ensure all routes identified. ELT review and continuous assessment. 	4	2	8
FR00008	Stakeholder engagement insufficient.	<ul style="list-style-type: none"> Incorrect information provided leading to compromised project outcome. Ineffective strategy implementation. Services unable to sustain delivery. Depleted staff morale and engagement leading to compromised quality of service deliver. 		<ul style="list-style-type: none"> Effective Communications Strategy identified and in place with appropriate controls. Regular stakeholder analysis exercise conducted. Leadership oversight and input to ensure clarity of comms. 	5	2	10	<ul style="list-style-type: none"> Key Stage reviews and assessments ongoing to ensure effective stakeholder engagement. Stakeholder listing continuous review to ensure all appropriate stakeholders are engaged. Any omissions raised to Programme Board for rectification. 	5	1	5
FR00005	Duplication of duties / effort leads to inefficient analysis and incorrect application of strategies on services.	<ul style="list-style-type: none"> Services incorrectly restructured / restricted due to incorrect process application. Unable to deliver statutory services. Staff morale decreases leading to discontent. 		<ul style="list-style-type: none"> Governance process in place to ensure effective control / oversight at Programme level. Validation of savings approach applied to each service. 	3	3	9	<ul style="list-style-type: none"> Ongoing key stage review by Programme and Project Boards to ensure duplication activities identified. 	2	2	4
FR00019	Scope creep.	<ul style="list-style-type: none"> Programme Resources stretched and compromised. Identified objectives not achieved (or poorly delivered due to over exposure). Stakeholder dissatisfaction. Financial loss. Reputational damage. 		<ul style="list-style-type: none"> Implementation of the Corporate Programme & Project Management Framework to ensure any 'scope creep' activity is identified and mitigated. Formalised review points with ELT in place to ensure clarity and challenge in respect of project scope and required objectives. Clear Comm's Plan initiated to ensure clarity with all stakeholders. 	4	2	8	<ul style="list-style-type: none"> Ongoing Programme & Project Boards monitoring of plans to ensure identified objectives are achieved and any additional objectives being delivered are authorised and planned appropriately. Ongoing review of stakeholders to ensure appropriate input and compliance with programme and project requirements. 	4	1	4
FR00006	Strategies identified are not accepted by Cabinet.	<ul style="list-style-type: none"> Insufficient savings strategies implemented meaning the Council is unable to achieve savings target. Savings strategies over applied to areas of the organisation leading to cascade of service failure. Political challenge and media interest. 		<ul style="list-style-type: none"> Effective reporting and validation process in place with appropriately timed sign-off checks. Utilisation of project management framework to ensure complete audit trail available for review. Leadership liaising regularly with interested parties within the Administration. Effective communication with Opposition. Effective Communications Strategy in place. 	3	2	6	<ul style="list-style-type: none"> Continuous ELT liaison with all Cabinet members to ensure clarity on Programme & Project deliverables and strategies. Ongoing liaison with peers and central government to investigate additional funding streams / opportunities. 	3	1	3

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FR00010	Business Case does not fulfill approval criteria.	<ul style="list-style-type: none"> • Delay to Programme. • Financial loss (Resources wasted). • ELT dissatisfaction and frustration. 		<ul style="list-style-type: none"> • Application of the Corporate Programme & Project Management Framework implemented to ensure application of appropriate controls and templates to ensure adequate information supplied via Business Case document template. • Cross Service collaboration to ensure SME's contribute to BC constuction. • Regular review points to ensure BC appropriate. 	3	2	6	<ul style="list-style-type: none"> • Business Case to be linked to PID to ensure consistency and quality. • Business Case presented at each key stage to ensure approval status maintained. 	3	1	3